

ELT SCORECARD WORKSHEET

03/05/02

AS 3.5

|  |   | ELT Scorecard Worksheet-Snohomish   |   |                                |               |  |
|--|---|---|---|--------------------------------|---------------|--|
| Perspective  | Strategy                                  | Division Outcome  | Measure   | Data Source                    | Measure Owner | Measures explanation, calculation method & data collection process.  |
| Financial goals                                      |   | SHD's funding is flexible and keeps pace with the resources necessary to implement best practices and fulfill our public health responsibilities. | Total quarterly revenue per capita.   | Financial Management System    | Rick          | Quarterly  |
|  |   |   | Unrestricted funds per capita. (Target \$10)  | Financial Management System    | Rick          | Quarterly  |
| Customer expectations                                | Efficiency, effectiveness & communication | Staff believes that the ELT provides adequate leadership and support to help them accomplish their work.  | Annual staff survey   | Survey                         | Charlene      | Annual – annual staff survey to be developed or related to communications survey.  |
|  |   | ELT is an advocate for public health. ELT provides leadership on public health issues.  | List of successes & areas for improvement   | ELT meetings report            | Ward          | Annual discussion with BOH to assess their perceptions.  |
|  |   | BOH trusts the ELT to provide guidance & counsel and are good stewards of SHD resources.  | List of successes & areas for improvement   | ELT meetings report            | Ward          | Annual discussion with BOH to assess their perceptions.  |
| Processes necessary to deliver customer expectations | Efficiency, effectiveness                 | ELT holds staff accountable for performance and recognizes staff for their accomplishments.   | ELT members orally present scorecard exceptional results and action plans for rewards and improvements. Y/N | ELT meetings report            | Donna         | Once a quarter ELT members will present performance results of their division and the action steps that will be taken including recognition for performance that exceeds target and improvements that will be implemented to address performance below target. |
|  |   | ELT sets clear expectations (targets) for staff.  | Scorecards are updated quarterly. Y/N   | Scorecards submitted to Admin. | Rick          | Review that updated scorecards for divisions and programs/sections have been completed each quarter. Gloria will collect the information.  |

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| Perspective  | Strategy                                  | Division Outcome   | Measure  | Data Source         | Measure Owner | Measures explanation, calculation method & data collection process.   |
| Processes necessary to deliver customer expectations | Efficiency, effectiveness                 | ELT makes clear, decisive decisions.   | Monthly report of ELT highlights developed. Y/N  | ELT meetings report | Ward          | ELT duty phone owner will develop a short bulleted report that recaps major ELT decisions and action plans during the month. This will be communicated to mid-level managers in staff meetings with the expectation that mid-level managers will communicate the ELT outcomes to staff. |
|  | Communication                             | ELT presents and represents public health in the community.<br><br>ELT builds relationships with political and community leaders.  | Annual plan for build external relationships is developed by ____date.<br><br>ELT discusses and revises relationship building strategies on a quarterly basis. | ELT meetings report | Ward          | Community groups, committees and ad hoc presentations where ELT members broadly represent SHD should be strategically planned and receive ongoing attention by ELT.   |
|  |   | ELT sets expectations and prepares staff to be ambassadors for SHD.  | % of employees that go to orientation every 2 years. (Target 100%)   |                     | Rick          |   |
| Investments necessary to improve processes           | Efficiency, effectiveness & communication | Define roles in decision-making clearly.   | Polices for operational decisions are reviewed annually. Y/N   | SHD policies        | Randy         | SHD policies defining decision authority should be reviewed and updated to ensure decisions are delegated to the appropriate level in the organization. <b>HOW WILL THIS BE DONE? WHO WILL DO IT?</b>   |
|  |   | Each member of the ELT acts for the good of the whole rather than for one division.<br><br>ELT members listen to each other objectively and ask the tough questions to make good business decisions. | List of successes and areas for improvement from quarterly ELT discussion.   | Meeting Notes       | Bob           | Each quarter the ELT will put these items on the agenda to develop work plans for developing these behaviors in the next quarter.   |
|  |   | There is effective 2-way communication between the ELT and staff.  | Annual employee rating of 2-way communication  | Employee Survey     | Ward          |   |

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| Perspective | Strategy | Division Outcome  | Measure   | Data Source        | Measure Owner | Measures explanation, calculation method & data collection process. |
|             |          | ELT members balance internal and external responsibilities to devote more time to issues external to SHD. | % of ELT actions and decisions that are internally related. | ELT meetings notes |               | Meeting actions need to be classified or coded on the reports.      |